

Suggested Opening Remarks at Project USEFUL

Number 5

27 October 1958

Good morning. It is my pleasure to welcome you to the Central Intelligence Agency.

You have been selected by your parent Services to meet with us to be briefed concerning the organization and mission of CIA. I am gratified to see so large a group. You are the fifth group to participate in Project USEFUL since its inception in 1954 at the request of the Joint Chiefs of Staff.

Over the next two weeks a number of our people will talk with you on subjects which have been selected to assure that you receive, within the need-to-know principle, a deep insight into the CIA. The program is primarily designed to identify this Agency's capabilities and limitations to support the military forces in wartime. I hope that after these two weeks you will return to your parent service with a real appreciation of CIA's role in national security.

I would like to tell you briefly about two <sup>other</sup> developments during the past year that vitally concern the intelligence field. The first is the establishment, on 15 September, of this year, of the United States Intelligence Board, known simply as the "Intelligence Board."

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In this body are vested the responsibilities previously discharged by the Intelligence Advisory Committee and the U.S. Communications Intelligence Board. This should do much to prevent duplication and to streamline the U.S. intelligence efforts. Another item I wish to mention is our successful development of a machine translation system. A month or two ago I observed the first real test of machine translation. I was impressed. We have passed the break through stage of this problem and are entering the stage of refinement and production.

The experts tell me that for a long time they were disturbed about what to do in the case of colloquialisms. After they got the machine working pretty well, they decided to test it and they put in the colloquialism: "The spirit is willing, but the flesh is weak." When translated into Russian, and back into English, it read: "The wiskey is good, but the meat is bad." So there are still a few minor bugs, but we're well on the way.

Now, I place considerable weight on effective cooperation between the Military Services and ourselves. I believe it is in the interest of all concerned that there be a full appreciation of CIA's mission and capabilities. To this end, we have a continuing program for briefing senior commanders and staff officers of all the Military Services — an average of over 250 individual briefings are given each year and we provide lecturers to all the senior War Colleges, as well as to many Staff Schools of all three Military Services.

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In working relationships, our personnel are in constant association with the Military throughout the world and while we are primarily a civilian organization, we are fortunate to have nearly [ ] military personnel on our rolls and an additional equal number of civilians who are active in the several Military Reserve Units within the Agency. Many of our top positions are held by military men and I can proudly report that men for the Services have done some extremely outstanding jobs for their country while with us. I could give you many more examples of the excellent cooperation that exists.

You officers have been selected to attend this course because your responsibilities involve matters which require close and continuing cooperation between the Department of Defense and the CIA. Your focus is the planning of those wartime military operations in which the "fourth force" probably will need to be considered. We shall try to so familiarize you with our capabilities and limitations as to make your planning more realistic and effective.

We appreciate the fact that elements of the Department of Defense have taken our war planning representatives into their confidences on matters mutually involving us. We recognize that our joint efforts can be effective only if you are informed about CIA and its plans and problems.

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Project USEFUL is another of these efforts which will produce in the short and long run a better working team -- a team dedicated to the task of assuring that the full impact of intelligence is brought home in timely fashion on the serious questions of national policy in peace or in hot war.

I hope you will find the next two weeks enjoyable and, as the Project's name implies, USEFUL.